

# Design Review Improvements Product Overview

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Richard Covington  
Digital and Integrated Circuit Electronics Department  
Electronics Engineering Subdivision

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National Reconnaissance Office  
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Chantilly, VA 20151-1715

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Richard Covington, The Aerospace Corporation, co-lead  
Steve Hogan, The Aerospace Corporation  
David Pinkley, Ball  
Kevin Paxton, Boeing  
Frank Roller, Lockheed Martin, co-lead  
James Fieber, Lockheed Martin  
Mark Braun, Raytheon  
Robert Lyon, SSL

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Joseph Aguilar, The Aerospace Corporation  
Roland Duphily, The Aerospace Corporation  
William Tosney, The Aerospace Corporation  
Barry Liu, Boeing  
Mick Worcester, Boeing  
Anne Ramsey, Harris Corporation  
Ronald H. Mandel, Lockheed Martin  
Mark King, Micropac Industries  
Melanie Berg, NASA  
Cindy Kohlmiller, Northrop Grumman  
Derek Layne, Northrop Grumman  
Jeff Cusick, Raytheon  
Luis Garcia, Raytheon  
Bill Hoehn, Raytheon  
Ethan Nguyen, Raytheon  
Dyane Peters, Raytheon  
Donna Potter, SSL



## Design Review Improvements

### *Product Overview*

Frank Roller, Lockheed Martin Corporation  
Richard Covington, The Aerospace Corporation

May 7, 2015

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U.S. SPACE PROGRAM MISSION ASSURANCE IMPROVEMENT WORKSHOP  
LOCKHEED-MARTIN | SUNNYVALE, CA | MAY 5 - 7, 2015

# Agenda

- Motivation for Design Review Improvement Topic
- Charter
- Product Overview
- Topic Details
- Product Implementation Recommendations
- Topic Follow-on Recommendations
- Team Membership and Recognition



# Motivation for Design Review Improvements Topic

- Design escapes continue to impact program cost, schedule and mission performance
- Our design review and development test programs have failed to identify issues early enough to mitigate program or mission impacts
- Detecting and correcting design defects early in a product life cycle is becoming increasingly difficult as space systems become more complex
- In hindsight, many design escapes were deemed to be preventable
  - *Hypothesis: Late design escapes could be an indicator of a process gap*
    - Need to assess if process changes are needed to address any identified gaps
- Effects of late design escapes can be impactful to a company in many ways:
  - *Costly, damages reputations, strains customer relations, embarrassing*
    - E.g., RF cross talk in a unit resulted in an 18-month impact to the program
  - *Preventable with the right set of reviewers at the right time*



# Design Review Improvement Charter

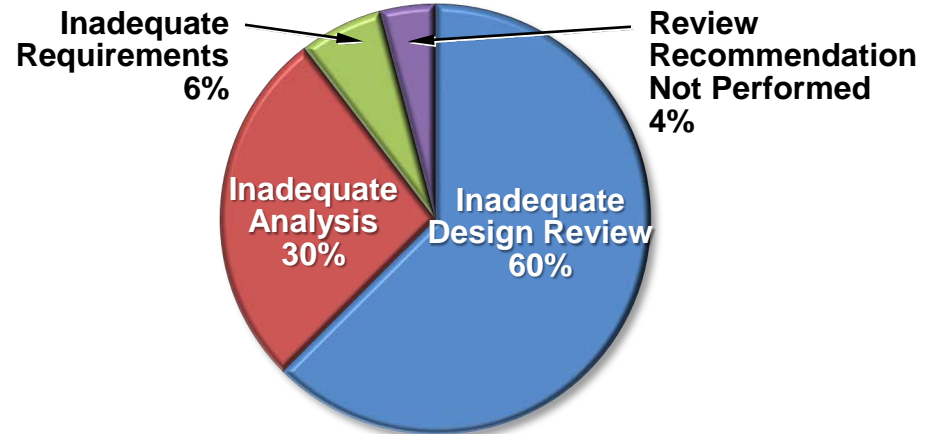
- Identify the deficiencies or weaknesses in the existing design review process that allowed design escapes to take place by leveraging existing case studies and escapes
- Identify design review process improvements
- Survey and assess the practices utilized across industry and government agencies to prepare for and conduct design reviews
  - *Surveyed team member companies – 49 test cases*
  - *Reviewed Aerospace on-orbit anomaly data (Classified) – 121 test cases*



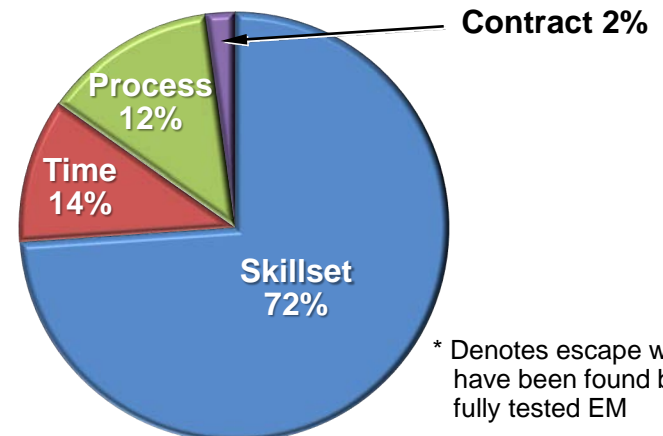
# Escape Analysis (1 of 2)

- Majority due to inadequate design review (60%)
  - RF crosstalk in unit\*
  - *Other causes include:*
    - Inadequate analysis (30%)
      - *Gyro life test failure \**
    - Inadequate requirements (6%)
      - *No coupling requirement for military earth coverage (MEC) signals to earth coverage signals (EC)\**
    - Review recommendation not performed (4%)
      - *Power-on reset circuit\**
- Reviewer skillset (72%) implicated in cause of inadequate reviews
  - *Not getting help, not the right person(s), not raising issues*
  - *Mixed technology units require multi-discipline SME reviewers*

Design Review Escape Cause



Inadequate Design Review Cause



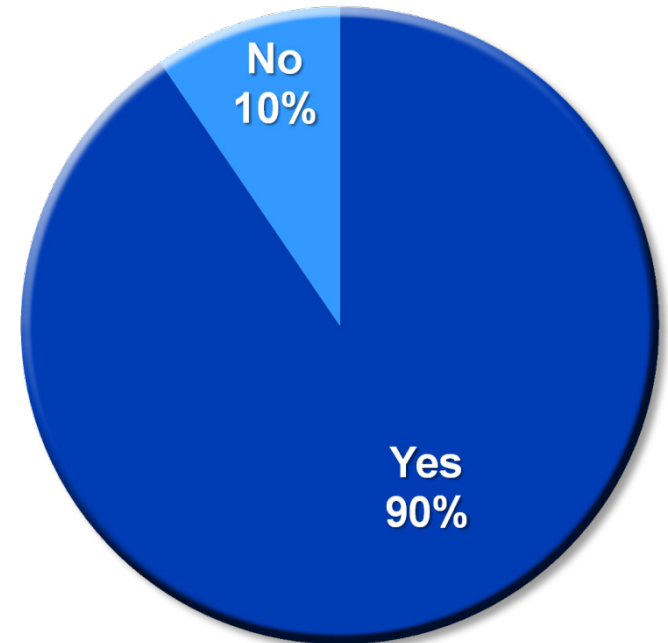
\* Denotes escape would have been found by a fully tested EM



## Escape Analysis (2 of 2)

- 21 of 49 escapes did not have a fully tested EM prior to CDR
- 19 of 21 escapes noted above could have been detected with a fully tested EM
  - *Designers indicated that the escapes would have been found had they utilized a fully tested EM prior to CDR*
  - *An EM provides*
    - Opportunity to discover design defects
    - Analytical model validation
    - Requirements validation
    - Build process validation
    - Demonstrate interface compatibility
    - Validate test and operation procedures

Would an EM have Caught the Defect?



# Design Review Improvements Overview

## *Development Processes of Seven Companies Were Reviewed*

### **Strengths:**

- Contractor team members who are familiar with their own company's Command Media stated that they had a formalized development process
- Reviewers are trained in the development process (command media) and what to expect in the data products
- Contractor team members have lessons learned databases as part of the development process (by both the design team and review team)
- Have identified a best practice for folding Lessons Learned into the Design Development Process Command Media

Note: Development Process is a general concept that encompass both the actual design process and the design review



# Design Review Improvements Overview

## Weaknesses

- The scope, criteria, and reviewer guidance for conducting a design review were inconsistent across industry with opportunities for improvement
  - *No reviewer minimum experience for participating in a review*
  - *No minimum lead time for reviewer to have material*
    - Is not always specified by contract
  - *No explicit requirement for reviewer relevant experience*
  - *The context of lower level reviews becomes lost as the unit development process matures and becomes overly summarized*
  - *Review process tailored by program-driven constraints (time, schedule, dollars) preserves the intent of any given milestone even though the design review is not ready*
- No effective command media for mixed technology units (digital, RF, analog/ power/ ground, and FSW are all separate disciplines, reviewed separately)
- Action item closure with originator approval not consistent
- No requirement for having a fully tested EM before CDR

# Findings Summary

- The key to a successful product development is the experience and skills of the development engineers
  - *The expectation that a codified process can catch all escapes is unreasonable*
  - *It depends on both a robust process and the skills of those involved*
  - *Just as you cannot expect to review in quality—you cannot expect to “review” in a good product*

# Example of Recommendations

## Reviewer Skill Set:

- Ensure that the development process defines the minimum relevant domain experience to be a Lead or Senior Reviewer
  - There should be recognized subject matter experts with the relevant material under review

## Design Changes for Obsolescence or Application:

- Design changes due to obsolescence or revectoring for a new application (how used) needs a rigorous-heightened review supported by test

## Immature or Incorrect Data Products or Unknown-Unknowns:

- Utilize a fully tested EM in support of CDR
  - Forces early discovery of defects while maturing data products

## Inadequate analysis in context with the desired application:

- Ensure that the development process provides for the reviewer to review the analysis scope in context to the requirements as part of the design reviewer's tasks



# Design Review Improvement Product Traceability

Deliverable Requested	Location Covered in Product
Identify strengths and weaknesses of the current design review process at the component/unit/box level and below	Section 4.1: Current Design Review Practices
Recommend codified changes and/or upgrades to the process that will effectively and efficiently identify and/or prevent design errors early in the program lifecycle	Section 3.1: Recommended Design Review Changes
Recommend updates to the entrance and exit criteria for the design review process	Section 3.1.1: Entry and Exit Criteria
Recommend criteria for the selection of independent design reviewers with the proper subject matter expertise	Section 3.1.2: Design Reviewer Selection
Define the level of technical rigor required to successfully prepare for and conduct a thorough design review	Section 3.1.3: Technical Rigor
Define the actions to be taken when deemed not ready to proceed with the design review	Section 3.1.4: Reviewer/Lead Responsibilities
Identify programmatic benefits for conducting a thorough technical design review	Section 4.3 Program Benefits

# Intended Product Use

- What is the intended use of the product?
  - *Who is the target audience?*
    - Engineers, program office, mission assurance professionals, designers, systems engineering, suppliers, subcontract management, customers, and senior leadership
  - *How should/could it be used?*
    - The recommendations should be used to augment the current design review process in order to reduce escapes, costs, and schedule
- Specific recommendations for industry:
  - *What should industry do with the product near term/long term?*
    - Consider adopting recommendations to contractor process
    - Collect and develop best practices for development and review of mixed technology units
- Specific recommendations for government:
  - *What should government do with the product near term/long term?*
    - Consider adopting recommendations for government participants in review process
    - Understand risk areas for escapes to better understand trades (e.g., EMs)

# Design Review Improvements Team Members

Name	Company
Richard Covington (Co-lead)	The Aerospace Corporation
Frank Roller (Co-lead)	Lockheed Martin
Mark J. Braun	Raytheon
James Fieber	Lockheed Martin
Steve Hogan	Aerospace
Robert Lyon	SSL
David Pinkley	Ball
Kevin Paxton	Boeing
John Kowalchik (Stakeholder)	Lockheed Martin
John Rotondo (Stakeholder)	Boeing
Dave Davis Stakeholder)	SMC Chief Scientist

Name	Company	Role
Joseph Aguilar	The Aerospace Corporation	SME
Richard Covington	The Aerospace Corporation	TT Lead
Roland Duphily	The Aerospace Corporation	SME
Steve Hogan	The Aerospace Corporation	TT BBoss
Robert Andrews	Ball	SME
Barry Liu	Boeing	SME
Mick Worcester	Boeing	SME
Ronald H. Mandel	Lockheed Martin	SME
Frank Roller	Lockheed Martin	TT Co-lead
Mark King	Micropac Industries	SME
Melanie Berg	NASA	SME
Cindy Kohlmeier	Northrop Grumman	SME
Derek Layne	Northrop Grumman	SME
Jeff Cusick	Raytheon	SME
Luis Garcia	Raytheon	SME
Bill Hoehn	Raytheon	SME
Ethan Nguyen	Raytheon	SME
Dyane Peters	Raytheon	SME
Donna Potter	SSL	SME



Ball Aerospace & Technologies Corp.



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## Design Review Improvements Product Overview

Approved Electronically by:

Todd M. Nygren, GENERAL MANAGER  
SYSTEMS ENGINEERING DIVISION  
ENGINEERING & TECHNOLOGY  
GROUP

Jacqueline M. Wyrwitzke, PRINC  
DIRECTOR  
MISSION ASSURANCE SUBDIVISION  
SYSTEMS ENGINEERING DIVISION  
ENGINEERING & TECHNOLOGY  
GROUP

Philip B. Grant, PRINC DIRECTOR  
ELECTRONICS ENGINEERING  
SUBDIVISION  
ELECTRONICS & SENSORS DIVISION  
ENGINEERING & TECHNOLOGY  
GROUP

Jackie M. Webb-Larkin, SECURITY  
SPECIALIST III  
GOVERNMENT SECURITY  
SECURITY OPERATIONS  
OPERATIONS & SUPPORT GROUP

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Craig Wesser  
Northrop Grumman  
craig.wesser@ngc.com

Robert Adkisson  
Boeing  
robert.w.adkisson@boeing.com

Dennis Boiter  
Intelsat  
Dennis.Boiter@intelsatgeneral.com

Richard Fink  
NRO  
finkrich@nro.mil

Mark Baldwin  
Raytheon  
Mark.L.Baldwin@raytheon.com

Silva Bouchard  
Northrop Grumman  
Silvia.Bouchard@ngc.com

Marvin LeBlanc  
NOAA  
Marvin.LeBlanc@noaa.gov

Richard Bennett  
Flight Microwave  
bennett@flightmw.com

Mark Braun  
Raytheon  
mark.j.braun@raytheon.com

Marvin Candee  
Lockheed Martin  
marvin.candee@lmco.com

Kevin Chisholm  
United Technologies, ISR Systems  
Kevin.Chisholm@utas.com

Dave Erstad  
Honeywell  
dave.erstad@honeywell.com

Larry Capots  
Lockheed Martin  
larry.capots@lmco.com

David Davis  
SMC/EN  
David.Davis.3@us.af.mil

James Farrell  
Boeing  
james.t.farrell@boeing.com

Steve Carlson  
Cadence  
carlson@cadence.com

Ken Dodson  
SSL  
ken.dodson@sslmda.com

James Fieber  
Lockheed Martin  
James.r.fieber@lmco.com

Danny Chan  
Raytheon  
danny\_s\_chan@raytheon.com

Deanna Doner  
Lockheed Martin  
deanna.e.doner@lmco.com

Sherri Fike  
Ball  
sfike@ball.com

Janica Cheney  
ATK  
janica.cheney@jtk.com

Jason Emery  
Raytheon  
Brent.Emery@raytheon.com

Bruce Flanick  
Northrop Grumman  
bruce.flanick@ngc.com

Will Caven  
SSL  
will.caven@sslmda.com

Mohinder Guru  
Intelsat  
Mohinder.Guru@intelsat.com

Mike Herzog  
Pacific Scientific  
mherzog@psemc.com

Helen Gjerde  
Lockheed Martin  
helen.gjerde@lmco.com

Tom Hanhauser  
Lockheed Martin  
Thomas.j.hanhauser@lmco.com

Bill Hoehn  
Raytheon  
wkhoehn@raytheon.com

Steven Gold  
Naval Research Lab  
steven.gold@nrl.navy.mil

Bill Hansen  
Lockheed Martin  
bill.hansen@lmco.com

Jerry Holsomback  
Raytheon  
jerry.b.holsomback@raytheon.com

Claude Goldsmith  
Lockheed Martin  
claud.goldsmith@lmco.com

John Harrington  
Boeing  
jack.harrington@boeing.com

Eric Holzman  
Northrop Grumman  
eric.holzman@ngc.com

Jonathan Graf  
MacAulay-Brown, Inc.  
jonathan.graf@macb.com

Keith Henderlong  
MIT Lincoln Labs  
Keith.Henderlong.frdc@mda.mil

Paul Hopkins  
Lockheed Martin  
paul.c.hopkins@lmco.com

Daniel Hyatt  
MDA  
Daniel.Hyatt@mda.mil

Rolf Kich  
FMC  
kich@flightmw.com

C. J. Land  
Harris  
cland@harris.com

Ed Jopson  
Northrop Grumman  
edward.jopson@ngc.com

Mark King  
Micropac  
markking@micropac.com

Jim Larosa  
BAE Systems  
james.larosa@baesystems.com

Frederick Kelso  
MDA  
Frederick.Kelso@mda.mil

Brian Kosinski  
SSL  
Brian.Kosinski@sslmda.com

Neil Limpanukorn  
SSL  
Neil.Limpanukorn@sslmda.com

Jeanne Kerr  
Lockheed Martin  
Jeanne.R.Kerr@lmco.com

John Kowalchik  
Lockheed Martin  
John.J.Kowalchik@lmco.com

Louie Lombardo  
Lockheed Martin  
louie.lombardo@lmco.com

Kurt Ketola  
Raytheon  
ketola@raytheon.com

Debbie Schreiber  
Lockheed Martin  
debbie.schreiber@lmco.com

Rob Lyon  
SSL  
robert.lyon@sslmda.com

Ronand Mandel  
Lockheed Martin  
ronald.h.mandel@lmco.com

Tom Musselman  
Boeing  
thomas.e.musselman@boeing.com

Jeff Oberst  
Lockheed Martin  
jeff.oberst@lmco.com

Patrick Martin  
NASA  
partick.martin@nasa.gov

Helen Narciso  
Lockheed Martin  
helen.narciso@lmco.com

Frank Pastizzo  
SSL  
frank.pastizzo@sslmda.com

Steven McNeil  
Xilinx  
stevem@xilinx.com

John Nelson  
Lockheed Martin  
john.d.nelson@lmco.com

Kevin Paxton  
Boeing  
kevin.r.paxton@boeing.com

Kevin Meadows  
Northrop Grumman  
kevin.meadows@ngc.com

David Newton  
Northrop Grumman  
david.a.newton@ngc.com

David Pinkley  
Ball  
dpinkley@ball.com

Eli Minson  
Ball  
eminson@ball.com

Ethan Nguyen  
Raytheon  
ethan\_m\_nguyen@raytheon.com

Rob Pollard  
Ball  
rpollard@ball.com

Anne Ramsey  
Harris  
aramsey@harris.com

Joseph Roubal  
Aeroflex, a Cobham Company  
joseph.roubal@aeroflex.com

David Swanson  
Orbital ATK  
David.Swanson@orbitalatk.com

Brian Reilly  
DCMA  
Brian.Reilly@dmca.mil

Rabindra Singh  
SSL  
Rob.Singh@sslmda.com

Alfred Tadros  
SSL  
Alfred.Tadros@sslmda.com

Robert Ricco  
Northrop Grumman  
bob.ricco@ngc.com

Melanie Sloane  
Lockheed Martin  
melanie.sloane@lmco.com

Jeffrey Tate  
Raytheon  
jeffrey\_tate@raytheon.com

John Robinson  
Aerojet Rocketdyne  
john.robinson@rocket.com

Homer D. Stevens  
Lockheed Martin  
homer.d.stevens@lmco.com

Paul Thompson  
Intelsat  
PaulAlex.Thompson@intelsat.com

Frank Roller  
Lockheed Martin  
frank.d.roller@lmco.com

Norman Strampach  
Lockheed Martin  
norman.strampach@lmco.com

Brett Tobey  
Lockheed Martin  
brett.f.tobey@lmco.com

Mike Tolmasoff  
Boeing  
mike.w.tolmasoff@boeing.com

Lance Werthman  
Lockheed Martin  
lance.werthman@lmco.com

Brig Gen Anthony Cotton  
NRO  
cottonan@nro.mil

Ghislain Turgeon  
SSL  
Ghislain.Turgeon@sslmda.com

Dan Yasukawa  
Lockheed Martin  
dan.yasukawa@lmco.com

Barry Liu  
Boeing  
barry.liu@boeing.com

Deborah Valley  
MIT Lincoln Labs  
deborah.valley@ll.mit.edu

Thomas Fitzgerald  
SMC  
thomas.fitzgerald.5@us.as.mil

Mick Worcester  
Boeing  
michael.s.worcester@boeing.com

Richard Veres  
Honeywell  
richard.veres@honeywell.com

Hal Bell  
NASA  
harold.m.bell@nasa.gov

Cindy Kohlmler  
Northrop Grumman  
cindy.kohlmler@ngc.com

Brynn Watson  
Lockheed Martin  
brynn.a.watson@lmco.com

Mike Wadzinski  
MDA  
mike.wadzinski@mda.mil

Melanie Berg  
NASA  
melanie.d.berg@nasa.gov



Derek Layne  
Northrop Grumman  
derek.layne@ngc.com

Jeff Cusick  
Raytheon  
jeff.cusick@raytheon.com

Luis Garcia  
Raytheon  
lfgarcia@raytheon.com

Dyane Peters  
Raytheon  
dyane\_peters@raytheon.com

Donna Potter  
SSL  
donna.potter@sslmda.com

APPROVED BY _____ (AF OFFICE)	DATE _____
----------------------------------	------------